



Social Marketing Toolbox

AN INNOVATIVE, COMMUNITY-BASED APPROACH
TO CHANGING DRINKING AND DRIVING BEHAVIOR

Forward

Congratulations! By using this toolbox, your community has taken an important first step in making its roadways safer. You now have the opportunity to implement an exciting new approach to reducing alcohol-related crashes by applying these ideas and methods.

In 2001, the National Highway Traffic Safety Administration funded five traffic safety projects throughout the United States, seeking a 5% reduction in alcohol-related crashes. An application made by the Wisconsin Department of Transportation Bureau of Transportation Safety was one of those selected. Additional partners in Wisconsin included the University of Wisconsin School of Business, Miller Brewing Company, the Tavern League of Wisconsin and MasComm Associates.

The Wisconsin project, called the **Road Crew**, was based on applying social marketing concepts to reduce alcohol-related crashes primarily involving young male drivers. In three rural communities, planning teams developed and implemented alternative ride programs designed to separate drivers from their vehicles before they took their first drink.

The first year results were astounding. Research showed:

- ▶ Almost 20,000 rides were given to potential drunk drivers from July 1, 2002 through June 30, 2003 in the three small communities. These rides are estimated to have prevented 15 alcohol-related crashes during the one-year study, a 17% reduction in crashes from previous years.
- ▶ Among the target market of 21-to-34-year-old drinkers, in just one year 71% were aware of the **Road Crew**, and among those, 91% had a positive or very positive attitude about it. Within the general population, 68% were aware of the program, and 90% of those were either positive or very positive about it.

We are proud to share our philosophies and methods for you to take on this crucial community issue. You can access a full report of the demonstration project at <http://www.dot.wisconsin.gov/library/publications/topic/safety.htm>. Best wishes for your success in making roadways safer for your community's residents and visitors.

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Introduction

Drunk driving threatens the safety of our roadways and our citizens. A look at traffic statistics shows:

- ▶ There were 17,419 alcohol-related fatalities in the United States in 2002, an average of one fatality every 30 minutes.
- ▶ An estimated 258,000 persons were injured in crashes where police reported that alcohol was present — an average of one person injured approximately every two minutes (National Highway Traffic Safety Administration Traffic Safety Facts 2002 – Alcohol <http://www-nrd.nhtsa.dot.gov/pdf/nrd-30/NCSA/TSF2002/2002alcfacts.pdf>).

That's unacceptable. But there is a way for you and your community to help address this serious issue. The **Road Crew** offers a solution that meets three major goals:

- 1) reducing the number of alcohol impaired drivers on the road;
- 2) decreasing alcohol-related crashes; and
- 3) improving community safety.

97% of the driving age public see drinking and driving by others as a threat to their own personal safety and that of their family. – NHTSA Traffic Tech 2001 National Survey on Drinking and Driving
<http://www.nhtsa.dot.gov/people/injury/alcohol/traffic-tech2003/TT280.pdf>

The **Road Crew** is a new and innovative approach that will help you develop community-based strategies for providing and promoting alternative transportation services to reduce the incidence of drunk driving. It is built on a social marketing research and knowledge base that examines how 21-to-34-year-old single men behave and shows how a system can be developed to curb driving after excessive drinking. The **Road Crew** model was developed after extensive research and demonstrations that showed these methods can work. This toolbox is designed to provide concrete information and spark ideas about how to launch a successful program. You will find sections on establishing a project team, evaluating transportation options and developing incentives that will encourage people to avoid getting behind the wheel after excessive drinking. There are worksheets and other resources to help you develop a ride service that meets your community's need to keep drunk drivers off the road.



Introduction

Why This, Why Now?

In the past, efforts to discourage drunk driving while encouraging responsible behavior have largely relied on public education, traffic enforcement and tougher legislation. These efforts have helped, but a serious problem remains: approximately 1.4 million drivers were arrested in 2001 for driving under the influence of alcohol or narcotics. This is an arrest rate of one for every 137 licensed drivers in the United States (National Highway Traffic Safety Administration Traffic Safety Facts 2002 – Alcohol <http://www-nrd.nhtsa.dot.gov/pdf/nrd-30/NCSA/TSF2002/2002alcfacts.pdf>).

The biggest demographic group of alcohol-impaired drivers who crash consists of men age 21 to 34. In Wisconsin, for example, more than 80% of drivers who have been cited for operating a vehicle while intoxicated are men. Our brothers, sons, husbands and fathers who are driving drunk do so at an enormous risk to themselves and their communities. Drunk drivers who survive crashes are perhaps injured themselves, face loss of freedom and income as a result of jail or prison sentences, lose driving privileges and suffer damage to their reputations. Often, these drivers have harmed others. Members of the community are vulnerable to being involved in someone else's crash, through no fault of their own.

DRUNK OR IMPAIRED?

Some people who are involved with the topic of alcohol-related crashes use the adjectives "drunk" and "impaired" to mean the same thing. Others see them as having different meanings. For the purposes of the **Road Crew**, the terms are used interchangeably. Whether you call them drunk or impaired, the point is that people who have had too much to drink shouldn't be driving.

Changing Behaviors, Not Cultures

In many communities, bars and taverns are neighborhood social centers that inspire strong community loyalties. Festivals and sports events often feature beer tents. This project doesn't try to change a culture of drinking. Instead, it seeks to help communities offer new options that will allow people who have had too much to drink get home safely without driving themselves or riding with an impaired driver.



Introduction

This new approach to reducing drunk driving is based on social marketing, which borrows commercial marketing techniques that are commonly used to motivate consumers to try new products. Commercial marketers realize that to get people to try a new product, it must be appealing and serve a need. If the “need” is for people to get home after excessive drinking, there must be alternative “appealing” ways for them to do so. This initiative focuses on those who are not necessarily identified as problem drinkers, but who need to get home after an evening of excessive drinking without driving themselves.

Taking the social marketing approach, communities will develop new and appealing “products,” such as alternative forms of transportation to and from bars or restaurants. Then, just as commercial marketers provide incentives to get consumers to try new products, incentives will be provided to get those who may engage in excessive drinking to try the new transportation system.

Why do people drive when they are impaired? The hassle of finding another ride home is most often cited as the reason, but not recognizing their impairment or being too impaired to make a good decision are other significant factors. Given the variety of reasons and deeply ingrained habits, changing driving behavior is a difficult challenge.

By providing another transportation option, you can reduce the number of alcohol-impaired drivers, just as other communities have done. With fewer impaired drivers on the road, the number of crashes, injuries and deaths drops. By adding social marketing to the set of available tools, communities have a greater potential to make a difference.

Anticipating Objections

You might encounter people in the community who say, “Why spend all this time and effort to keep drunks off the road when you should just try to get them to stop drinking altogether?” There is no dispute that excessive drinking is unhealthy and has many negative effects on families, friends and the community. But while excessive drinking itself can be self-destructive, it is drunk driving that threatens the safety of the community at large. This project is about making roads safer for the entire community by decreasing the number of drunk drivers. In addition, by trying to change drinking habits, you may alienate your target ride service customers; they want to drink, but you can help them stay off the roadways after they choose to do so.



Introduction

Some people might feel that you are actually encouraging greater consumption by providing rides. In focus groups early in the process of developing the **Road Crew**, participants were asked if they would drink more if they didn't have to drive themselves home. A common response was "we already drink as much as we can; we couldn't possibly drink more." Follow up research showed that there was not an increase in drinking with the implementation of a ride service.

On the other hand, bar or restaurant owners might think that you are trying to eliminate drinking altogether or hurt their businesses. Instead, they may benefit if the community can find a way to take care of patrons who have had too much to drink. Research has shown that after implementing a ride program in their community, many tavern owners felt their sales went up. They attributed the increase to new customers who felt comfortable drinking outside of their homes when they knew a ride service was available.

Still other critics may ask why you are putting time and resources toward "rides for drunks" when you could improve transportation for senior citizens, the disabled, or other individuals within the community. It would be wonderful to have unlimited resources to provide something for everyone. Again, the argument of "why this" gets back to community safety.

Road Crew Social Marketing Model

There are many tools in place to help you embark upon an initiative to increase roadway safety in your community.

- ▶ The **Road Crew** brand, including a logo and slogan, has been developed to position the **Road Crew** as a fun, affordable, hassle free way to enjoy a night on the town with out having to worry about driving home.
- ▶ **Road Crew** program experts, working with your coalition along with an advisory group of young bar patrons, are available to help you customize the brand to reflect the details of your program and the preferences of young bar patrons in your community.
- ▶ The toolbox provides details on how to launch a program, from assembling a coalition and choosing the form of transportation you will offer, to how to provide the right incentives to attract and retain riders.



Introduction

Important Concepts

The resources that follow will help you develop a program that incorporates these key elements:

- ▶ Social marketing principles that give equal consideration to the product (the ride service) and the incentives that go with it. Both aspects must appeal to the customer so strongly that they will change their behavior and make a new choice.
- ▶ A transportation method that provides appealing options for rides to, from and between bars.
- ▶ 21-to-34-year-old male drinkers as active participants within a broad-based coalition. They will have a crucial role in providing feedback to the team on ride options and incentives.
- ▶ Endorsement of local government and law enforcement. They can help with barriers such as parking tickets and loitering ordinances, plus their endorsement enhances the credibility of the program.
- ▶ Sources of financial support and in-kind contributions to help the system become self-sustaining. This may include charging fares for rides or trading rides for volunteer time.

Good luck to you and your community as you launch this worthy endeavor.



Social Marketing

With implementation of the **Road Crew** program, you will be among the pioneers in applying social marketing concepts to a crucial community safety issue. Just as commercial marketers develop products, set appropriate prices, consider the best times and places to be available and promote their products through advertising and incentives, social marketers do the same things to influence individuals to change their behavior.

Two major principles of social marketing are recognition of free choice and individual decision-making in our society. With drunk driving, the decision we are trying to influence is how to get home, and the choice we are offering is a ride via another transportation option. To motivate people to change behavior, the program must fit into their lifestyles and be viewed as an appealing, alternative way to get home without driving themselves. If the target doesn't see the service as being "cool," they won't freely choose it.

Ride programs that were developed in the pilot communities offered benefits to the potential customers that they could not get from driving themselves. In order to change behavior, the target must see a clear benefit in changing. Remember, this group freely chooses to drive while impaired, so you need to develop an alternative that he sees as providing a greater benefit than the current choice. A clear understanding of why members of the target market behave the way they do, as well as the opportunities and challenges a new ride service presents to them are crucial elements to creating the best new product.

Understanding and Implementing Social Marketing Concepts

Marketing the decision to take another ride home to be as natural as, say, ordering pizzas for a party may seem easy on the surface. Like pizza, the ride alternative must be appealing, something one would enjoy sharing with friends. It must also be convenient and home-delivered in a reasonable timeframe. And finally, it must be priced so that customers appreciate its value and buy it again. But marketing rides as fun, economical and crowd-pleasing is actually quite complex. If you were to start from scratch without the **Road Crew** you would need to develop a new product and brand, offer the right incentives, and launch the right promotion to create product identification and brand loyalty for your community to be successful.



Social Marketing

One significant benefit of establishing a **Road Crew** program is extensive groundwork has already been completed, laying a foundation for a successful program. There is a market-tested brand specifically designed to appeal to the 21-to-34-year-old bar crowd, with a logo and slogan: "**The Road Crew – Beats Driving.**" There are posters that can be customized with a local phone number that convey the message that using the **Road Crew** is a fun, convenient, hassle-free way to party with friends and get home safely. And, finally, there are countless examples of lessons learned from the demonstration communities that will help you take advantage of their best practices. Any community utilizing the **Road Crew** toolbox should start with this baseline in customizing your local efforts, keeping in mind the core elements of a social marketing approach:

- ▶ **Target Market:** You need a clear understanding of who you are focusing on with this effort, so you can design a program that is specifically tailored to their needs and interests. Be prepared to describe your target market with respect to needs, lifestyles, and decision making processes
- ▶ **Product:** You need to offer an alternative to the "product" they are currently using. With drinking and driving, the current product may be described as driving their own vehicle out for the evening, and then driving the same vehicle home regardless of the amount of alcohol consumed. Saying "don't do that" is not a new product. You need to offer another option for a safe trip home. Later in this toolbox, you'll see product ideas that have worked in other communities.
- ▶ **Incentives:** Incentives may be thought of as the means used to get someone to try a new product and then to build repeat use of the product. For example, with commercial marketing, product managers might offer a free sample of the product to encourage an initial trial, then offer two-for-one coupons to build repeat usage. Once your **Road Crew** transportation option is developed, you can work with advisors in the target market to devise incentives that will attract riders.
- ▶ **Promotion:** A solid plan will have messages that are specifically focused on the target market, presenting the new product in a way that makes it appealing. Promotion is used to create identification with the product and build brand loyalty over time. The benefits of a good product need to be presented in a way that ties to the target's values and lifestyle. The **Road Crew** logo and theme provide a great start in coming up with original promotions that will work for your community.



Community Coalition

Some issues are so broad that everyone needs to participate in finding a solution. An effective strategy for beginning this effort is to create a broad-based coalition that represents many different organizations, individuals and points of view. Sometimes it can seem more efficient to work with a small group of like-minded individuals, but for an issue with such complexity, developing the right solution and gaining widespread support will take a larger group effort. You are much more likely to find new ideas and develop more partnerships if you listen to a variety of people. This kind of challenging group dynamic can be productive and fun when focused toward a shared goal.

"Communities should consider drunk driving coalitions to motivate, guide, and coordinate community activities. Citizen groups, private industry, and safety organizations should assist governments at all levels." Recommendation from the National Town Hall Meeting on Drunk Driving in American 2001, conducted by the National Commission Against Drunk Driving <http://www.ncadd.com/townhall.pdf>

Foundation of a Strong Partnership

Launching this effort will require a lot of time, effort and commitment from a wide range of community members. Everyone involved, however, should find it very rewarding to prevent fatalities and injuries by decreasing the number of alcohol-related crashes in the community. The task at hand will include establishing and promoting a new business. This **Road Crew** toolbox provides communities a basic overview of the steps to be taken to launch an initiative, but there is no substitute for local commitment, leadership and insights to make your program a success. Here is a short checklist of the qualities found in successful project teams:

- | | |
|-----------------------------------|--|
| Shared Vision | → Participants are committed to the project objective, regardless of their own self interest. |
| Complementary Strengths | → Each person contributes unique perspectives, skills and expertise to the project. |
| Willingness to Collaborate | → All parties are open-minded and cooperative in their communication style. They are able to accept divergent views and blend them into a unified whole. |
| Respect for Boundaries | → Each person shows respect for the contributions, limitations and boundaries of others. |



Community Coalition

Structure

It might be useful to structure your **Road Crew** coalition into two complementary teams. The core community coalition should be made up of a wide range of representatives, steered by an executive committee, similar to a board of directors. The second, an advisory group, should be made up of target-age bar patrons. Bear in mind that different bars attract different patrons, and try to include “ring leaders” from several bars in the advisory group. They are the ambassadors for “early adopters” in the program. These two groups will need to work in sync to achieve the best results.

WHAT DO BOARDS DO?

The BoardSource <http://www.boardsource.org/default.asp?ID=1> has a wealth of information that will be valuable as your coalition is getting organized, including two important sections: what you should know about boards and what you should know about nonprofits. They describe a board’s major responsibilities as:

- ▶ **Legal and fiduciary.** The board is responsible for ensuring that the organization meets legal requirements and that it is operating in accordance with its mission and for the purpose for which it was granted tax-exemption.
- ▶ **Oversight.** The board is responsible for ensuring that the organization is well run.
- ▶ **Fund-raising.** As part of their fiduciary responsibility, many board members are actively involved in making sure that the organization has the money it needs.
- ▶ **Representation of constituencies and viewpoints.** Often, members are chosen so that they can bring to the board the experience or perspective of a particular group or segment of the organization's constituency.

Key Partners

Choosing the right people for the project team is an important decision. You need to get organized quickly and be functioning with a spirit of collaboration right from the start. When thinking about who is best suited to collaborate in this effort, consider individuals’ talents, interests, special abilities, contacts, resources, availability and the overall contribution they can make to the team. People who have found themselves in the position of not being able to drive safely after excessive drinking must be included. Major participants may include your state Department of Transportation local field representatives, law enforcement, community government, state tavern league or similar industry group, colleges and universities, and alcoholic beverage wholesalers.



Community Coalition

You'll need representatives from many organizations to be active participants in the planning and implementation of any communitywide plan. They each have a vital role in making your program a success. Here is a list of many of the key partners, their roles and responsibilities.

PARTNER	ROLE/RESPONSIBILITIES
Local government, particularly transportation committee members	City or county government may provide support to the project with their expertise in areas such as finance, legal, and administration.
The serving industry, such as bar owners and Tavern League members	Owners and managers, bartenders and wait staff are important in raising awareness, setting the tone, influencing customers and providing incentives. Tavern league support adds credibility to the program when you are selling it to bar owners. Potential riders say they would be most likely to use a service that was sponsored by their favorite bar and includes their peer group.
Alcohol beverage wholesalers	Experience has shown alcohol beverage wholesalers to be very supportive of these efforts. They often have community relations budgets to help with publicity and promotion, and may include information in their server training programs. They also may be able to tap into corporate headquarters for resources.
Public health professionals	It is expected that public health officials would support programs that improve the health of the community's citizenry. In some cases, however, they have raised objections to ride services because the programs do not address the potentially underlying issue of excessive alcohol consumption. If you can build alliances within the public health community by overcoming this objection, your program will be that much stronger.
Law enforcement	If law enforcement has good relations with the target and the serving industry, they can be a huge asset. Their cooperation can go a long way when dealing with issues such as parking tickets and enforcement, and their endorsement can contribute to the community's perception that this is a worthy program. If there are difficult past relations between these groups, law enforcement involvement may be a challenge. In any case, law enforcement should know how valuable they are to the project and how this approach can complement their efforts.



Community Coalition

21-to-34-year-old single male bar patrons and their peers	These representatives are your eyes and ears into the mindset of the target group you want to attract as riders. They should be encouraged to give their own opinions without reservation back, run ideas by their friends and help convene focus groups to test ideas. It will be impossible to succeed without a strong presence from this group. They need to buy in and they need to feel that the proposed plan will serve them well.
Print and/or broadcast media	A media partner can have a big impact on the success of getting the word out. Ad agencies would make good partners for creative work and production.
Business and other community leaders	From an employer's perspective, drunk driving can affect the bottom line in many ways. Lost and injured workers, grief-stricken colleagues, potentially increased costs of insurance, and lost work time – an employee's decision to drive while impaired can have far-reaching effects throughout the workplace. It makes good business sense to get involved.

In successful projects, a "project champion" comes to the forefront to take a leadership role and rally participants. This may be someone who has been affected by an alcohol-related crash or is focused on this issue for some other reason. Regardless of their motivations, an impassioned leader can stimulate action, while providing a public face and acting as the spokesperson for the planning team. Without a passionate champion, it is difficult to keep the momentum going to make a major project like this one succeed.

PROJECT CHAMPION CASE STUDY

Who knew that in the tiny Wisconsin communities of Dodgeville and Mineral Point there was a significant problem with drunk driving? Judge William Dyke, that's who. As a Circuit Court judge, he had seen from the bench many tragic cases involving people who not only once, but repeatedly, drove when they had had too much to drink. When he heard about this new approach to drunk driving, he assembled a group of about 30 citizens, and mobilized them to attend an informational meeting to learn more about starting a ride program. Within the first year of operation, the Dodgeville/Point **Road Crew** had given over 2,000 rides, had established a solid foundation of financial and community support and was poised to expand to adjacent communities. With the encouragement of a prominent leader like Judge Dyke, their coalition had a solid foundation right from the start.



Community Coalition

Action Steps

Worksheets: *Project Commitment*, *Team Roster*

It might be helpful to divide up duties quickly for this first stage of your planning process. You might want to organize committees such as Research (to coordinate with the target market), Transportation, Incentives, Promotions and Fund Development that could work on these topics and report back to the group as a whole. You will also want individuals to take on the duties of leadership, recordkeeping and finance.

Many of the people who have shown interest in your community safety initiative will be ready to make a commitment to the project team. You can use the *Project Commitment* form to check their readiness and obtain personal information. Referring to the roles and responsibilities listed above will help you make sure all important groups are represented. You can complete and distribute the *Team Roster* once everyone is on board.



Community Coalition

Project Commitment

☐ Yes, I'd like to take an active role in this initiative.

Name		Interests
Title		<input type="checkbox"/> Research
Organization		<input type="checkbox"/> Transportation
Address		<input type="checkbox"/> Incentives
City, State, Zip		<input type="checkbox"/> Promotions
Phone		<input type="checkbox"/> Fund Development
Fax		<input type="checkbox"/> Leadership
E-mail		<input type="checkbox"/> Recordkeeping
		<input type="checkbox"/> Finance

☐ I have someone to recommend for this project.

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

ADDITIONAL INFORMATION

Indicate the best times for attending coalition meetings. Block out with an "X" the times you cannot meet. Circle the best times for you to meet. Those times not marked will be considered available but not preferred.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Morning 8-11	Early am 7-9	Early am 7-9	Early am 7-9	Early am 7-9	Early am 7-9	Morning 8-11
Midday 11-2	Lunch hour 11-1	Lunch hour 11-1	Lunch hour 11-1	Lunch hour 11-1	Lunch hour 11-1	Midday 11-2
Afternoon 2-5	Early evening 5-7	Early evening 5-7	Early evening 5-7	Early evening 5-7	Early evening 5-7	Afternoon 2-5
Evening 5-8	Late evening 7-9	Late evening 7-9	Late evening 7-9	Late evening 7-9	Late evening 7-9	Evening 5-8



Community Coalition

Team Roster

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	

Name	
Title	
Organization	
Address	
City, State, Zip	
Phone	
Fax	
E-mail	



Community Coalition

Understanding the 21-to-34-year-old men and women who are frequent bar patrons in your community will be the most important thing you will do in this project. The considerable amount of **Road Crew** research will give you useful insights, but you will need to understand the target in your own community. You then need to include representatives of that group in your planning team. By listening to the voice of the target, you will uncover why they drive after drinking too much, what other choices they might be willing to make, how they end up at bar closing time having had too much to drink and in need of getting home with their vehicle, and ways to communicate with them using appropriate messages and media. You need to understand the target's perceptions of the benefits they receive from driving themselves home, the barriers that might keep them from adopting a different behavior and the benefits you'll need to provide in order to get them to change. Simply put:

Asking the right questions and listening to the views of members of your target market is the single most important step in developing a successful program. What matters are the opinions and perceptions of the target whose behavior you are trying to change; your own perceptions really matter very little. Their perceptions are the reality within which you need to function.

Recommended Target Market

"...it is more clear than ever that, overall, young drivers, and especially, young White males account for a large share of the alcohol-crash problem." – National Highway Traffic Safety Administration, Alcohol and Highway Safety 2001: A Review of the State of Knowledge
<http://www.nhtsa.dot.gov/people/injury/research/AlcoholHighway/index.htm#Contents>

The group that has the highest incidence of alcohol-related crashes should be your target market, as there is the most opportunity with this group to make a difference. After a thorough review of crash data, the Wisconsin project selected the main target group to be **21-to-34-year-old single men**. Research indicates that this is the most significant target group to target in a viable drunk driving project. While you should focus on this target in designing your ride program, incentives and messages, you will also be selling to anyone who wishes a ride. Marketers aim for their primary target, but will then also sell to anyone in a secondary market.



Target Market

In the mid-1990s, the National Commission Against Drunk Driving held six public hearings and three national conferences focusing on 21-to-34-year-old individuals <http://www.ncadd.com/tsra/abstracts/young.adults.html>. They found that 21-to-34 year old drinking drivers:

- ▶ comprise about half of all drunk drivers involved in alcohol-related fatal crashes;
- ▶ are responsible for more alcohol-related fatal crashes than any other age group;
- ▶ are more likely than any other age group to have been intoxicated at the time of the crash;
- ▶ have the highest blood alcohol concentrations in fatal crashes;
- ▶ are about twice as likely as other drivers to have experienced a prior crash;
- ▶ are four times more likely to have had their licenses suspended or revoked; and
- ▶ are the most resistant to changing their drinking and driving behavior.

Who Are These Guys?

In 2000, the University of Wisconsin and the Wisconsin Department of Transportation conducted 11 focus groups with 21-to-34-year-old single men who said they had driven after excessive drinking. Another seven focus groups were held with expert observers of the target; they included law enforcement personnel, educators, employers, government policy makers, health and social service counselors, friends and family of the target market, alcohol beverage retailers, bar owners, bartenders and wait staff. The goal of these focus groups was to learn more about the target in terms of their values, lifestyles and interests.

The focus group findings indicated that the most likely person to drive after excessive drinking is a 21-to-34-year-old single male, working in a blue-collar job, with a high school education or less, who most often drinks beer. He also:

- ▶ drinks heavily with friends in bars
- ▶ feels safe drinking eight to 12 drinks and then driving
- ▶ often “assigns” the least drunk person to be the designated driver
- ▶ socializes with groups of friends and needs to fit in
- ▶ values masculinity
- ▶ feels immortal

WHO DOESN'T GET BEHIND THE WHEEL

There are plenty of guys who don't drive when they shouldn't. The fear of getting a citation, getting in a crash or affecting their job outweighs the benefits of driving themselves home. They are generally seen as more mature individuals with a stronger support system of family and friends.



Target Market

He drinks:

- ▶ to socialize
- ▶ to overcome inhibitions
- ▶ to increase his confidence
- ▶ to have a good time
- ▶ to get away from the hassles of daily life
- ▶ to overcome inhibitions and develop a different and more exciting personality

His car is important because:

- ▶ it gives him a feeling of control
- ▶ it keeps the option open of taking a woman home
- ▶ it enhances his identity

These single young men like good times, women, sports, their vehicles and activities where alcohol is one part of the action. He drives after drinking excessively:

- ▶ to get home
- ▶ because he feels fearless and invincible
- ▶ because he is unaware that his driving skills are impaired
- ▶ because there is social pressure to be like everybody else and to fit in
- ▶ to relax and have a good time by cranking up music and driving fast
- ▶ because he perceives that there is no other way to get home without a lot of hassle
- ▶ because he is afraid that some other drunk will crash into his car if it is left behind
- ▶ because the perceived risks of actually getting caught or crashing are low

In the mind of the target, disadvantages of driving after excessive drinking are many. His fears include:

- ▶
- ▶ hurting himself or someone else
- ▶ receiving an OWI citation
- ▶ losing driving privileges
- ▶ losing insurance
- ▶ losing a job
- ▶ embarrassment and loss of respect



Target Market

This clear picture of the target market that emerged from these discussions was quite useful in the demonstration project. It can help you consider what behavior you are trying to change, what unique benefits your program can offer to them, what barriers need to be overcome, and what weaknesses exist in the perception of driving home drunk. These issues need to be strongly considered when evaluating ideas for the development of your community's ride service.



Transportation

What options do people have besides driving their cars home? Larger cities have buses and cabs, but these may stop operating before bar closing time. In smaller towns there may be no choices at all besides designated drivers or volunteer ride services. Every community has unique challenges and opportunities when developing a new service to help people get home safely.

Your mission as a community coalition is to create a new choice: getting those who drink excessively home in some way other than behind the wheel of their own car. It will be a big challenge to come up with a product that is reliable, easy to use and convenient. Once you've cleared that hurdle, you have to find a way to get the word out and attract riders. To be successful your product has to be something that people want to use.

"The general driving age population feels that providing alternative means of transportation (to self driving) for impaired drivers, and making bars and liquor stores more legally responsible for selling to minors/drunken patrons would be the most effective strategies to reduce impaired driving." NHTSA Traffic Tech 2001 National Survey on Drinking and Driving

<http://www.nhtsa.dot.gov/people/injury/alcohol/traffic-tech2003/TT280.pdf>

In addition to providing appealing benefits, reducing the barriers that keep people from using your transportation service is another important step. Barriers may include:

- ▶ loss of freedom in not having a vehicle immediately available
- ▶ inconvenience of waiting for a ride or walking a distance to get to the vehicle
- ▶ being seen as a wimp who is not able to drive while drunk
- ▶ embarrassment at being associated with an "uncool" ride format
- ▶ not wanting the fun of the evening to end.

You will need to come up with strategies to overcome these barriers or change the way people view them. For example, you might expect people to think that needing a ride home because they are too drunk to drive is embarrassing and they wouldn't want anyone to know. But if you can convince them that planning ahead to take a **Road Crew** ride to, from and among the bars is a cool way to keep the party going, you have successfully anticipated an objection and dealt with it effectively so it didn't keep away riders.



Transportation

Key Points

- ▶ Options that offer rides to the bars are important, to help avoid the late-night decision-making problem of "Am I okay to drive home?" Focus group participants said that if you want them to take a ride home, you need to get them to the bar in the first place without their cars. They know that they don't make good decisions at bar closing time, so you need to create a situation where they can't make the wrong decision.
- ▶ Peak time service is crucial and will have the greatest impact in getting impaired drivers off the road.
- ▶ Affordable fares make a big difference in ridership. Listen to the advisors in your target market when determining price for the new service, and be prepared to make changes based on feed-back once the service begins.
- ▶ Individuals in the target go out for the evening in groups, so the ride itself needs to be seen as being a fun, positive social activity.

"Studies continue to show that drinking-driving is primarily a nighttime, weekend phenomenon." National Highway Traffic Safety Administration, Alcohol and Highway Safety 2001: A Review of the State of Knowledge
<http://www.nhtsa.dot.gov/people/injury/research/AlcoholHighway/index.htm#Contents>

Each community should consider when it is at greatest risk for alcohol-related crashes, and devote the greatest resources to these times. There are many studies showing that there are disproportionate numbers of alcohol-related crashes on Friday and Saturday nights. As the evening progresses, more crashes occur, so the ride service should make more vehicles available to compensate for increased potential demand. You should confirm that this is the case in your community before developing a service schedule. Other times and days can be added if there is significant demand.



Transportation

Recommended Transportation Option

In the initial **Road Crew** project, communities were given resources to explore buses, cabs or vans as the means of alternative transportation, along with options for designated drivers or volunteer ride programs. By doing excellent work in listening to their target market and working to overcome barriers, two communities came up with an option that project planners had not conceived: limousines and other luxury cars.

Limousines give instant status and prestige to a ride program. These and other luxury or unique vehicles can help overcome many barriers. To 21-to-34-year-old men, their image is important, and needing a ride home can be embarrassing and is not seen as “cool” by the peer group. But choosing a limo ride is seen as a very cool thing to do, and even adds to the fun of the evening.

Limousines proved to be an excellent choice for an alternative ride option, for many reasons:

- ▶ Many of the reasons identified for why guys drink are the same reasons why they would choose a ride in a limo: to socialize, increase confidence, to have a good time and to get away from the hassles of daily life – a limo is very much in sync with the values of a 21-to-34-year-old male.
- ▶ The novelty was its own incentive for people who had never ridden in a limo.
- ▶ With the **Road Crew** logo on the side, the vehicles created their own publicity.
- ▶ The amount of passengers each limo could transport seemed just right to keep the party going for a group of friends out for the evening.
- ▶ The target market likes to socialize with groups of friends and needs to fit in, and limos provide an environment for this.

Other advantages of limos are that you can create a party mood by playing music and allowing food and beverages in the vehicle, and they can be used for special events, like bachelor and bachelorette parties.

STORM WARNING

Weather may dramatically affect ridership. Consider all four seasons when thinking about your options. A choice that looks good on a 70° spring day might look a lot different when it's 28° and snow is falling.

The only significant disadvantage of limousines is the high start-up costs related to purchase and on-going high maintenance costs for this type of vehicle. The demonstration communities purchased older limos because the initial cost was more affordable, and then found themselves putting a lot of time and money into repairs.



Transportation

Other Transportation Options

With any other transportation choice, be aware that your biggest challenge will be making the ride experience seem appealing. With limos, this is naturally built in to the vehicle itself. With a bus, taxi or van, you'll have to work to overcome its lack of positive image. This can be accomplished in ways such as having music, food and videos on board, or having games and prizes. Again, what is important is involving your 21-to-34-year-old target market in the decision to gauge their reactions to your proposed transportation option.

The *Transportation Comparison* worksheet at the end of this section will be a valuable tool for you to evaluate features of the different options as you develop your community's **Road Crew** service.

Staffing Options

You can staff your service with either paid or volunteer drivers. There are advantages and disadvantages to both.

PAID DRIVERS

With paid drivers, you can develop a stable work force while adding jobs to the community. With the drivers as employees, you have a great deal of control over training and job performance. However, paid drivers will significantly add to your payroll and insurance costs.

VOLUNTEER DRIVERS

Volunteer drivers can broaden your base of support. Participants may include people from nonprofit organizations, businesses, churches and public health agencies who are interested in making a positive impact on the community's roadway safety. However, the best volunteers seem to be the people who use the service. Especially in small towns, they will take care of each other. In one demonstration community, volunteer drivers are able to use the service for free at all other times, creating a pool of loyal, repeat riders.

THE QUESTION OF INSURANCE

Providing adequate insurance for the vehicles, drivers and passengers is an important item to address. Regardless of the type of vehicle you choose, you'll need to be protected with appropriate collision and liability insurance. One **Road Crew** demonstration community found an innovative way to save money while making sure they had good coverage. They leased the **Road Crew** limos back to their city during the hours of operation and then were covered under the city's insurance policy at no charge to the program.



Transportation

While it may be a challenge to manage a large number of drivers, using volunteers can make a big difference in keeping the cost of a ride at reasonable price. Disadvantages to keep in mind if you are considering this option are that the program's reliability will vary based on the number of volunteers and their level of commitment, plus more training, administration and scheduling will be needed than for other options.

DESIGNATED DRIVERS

The **Road Crew** focus group research did not show that the target market would support a designated driver program. This approach is not recommended for the main reason that the designated driver is usually the "least drunk" person in the group, which still puts an impaired driver behind the wheel. It is tempting for designated drivers to cheat on their vow of abstinence, and end the evening having consumed several drinks. Also, no one wants to be sober when his friends are all imbibing; they would much rather pay for a ride than take a night off from drinking. If, however, you are interested in pursuing a designated driver program, there are on-line resources available:

How to Implement a Community-Based Designated Driver Program

<http://www.nhtsa.dot.gov/people/injury/alcohol/DesignatedDriver/intro1.html>

A Guide to Community-Based Designated Driver Programs

<http://www.ncadd.com/designated/designated1.html>

Action Steps

Worksheets: *Discussion Points*, *Transportation Comparison*, **Road Crew Program Description**

Which way to go? It's time to look at new options by discussing the alternatives as a team. Which seem appealing and why? What are the resources in your community that could make one or a combination of these a success? What could get in your way? Many of the questions you want to ask are listed as Discussion Points. The Transportation Comparison worksheet will help you look at the strengths and weaknesses of each type of vehicle. When you seem to be focusing on a particular choice, the **Road Crew** Program Description will guide you through the details to address before making your final selection. Looking at the options closely should help alert you to potential problems or confirm you are on the right track.



Transportation

Transportation Discussion Points

What are the barriers that need to be overcome in order to attract riders?

What are the benefits that need to be provided so that using the new system will be an attractive option?

How can you get people to the bars without their cars in the first place to avoid the problems of poor decision making and of cars left behind?

If a car has to be left behind, can you make arrangements with law enforcement so the owner won't get a ticket for leaving a car overnight? The target may rather risk the low probability of an OWI citation than the high probability of receiving a parking ticket. Law enforcement may be cooperative if you point out that parking tickets are leading people to inappropriate driving behavior.

Should the service include rides back the next morning to pick up cars? Or, should the ride service offer to drive their vehicle home when the patron needs a ride?

Should the ride service have scheduled routes and times, or be on-demand? With either type, will the rider be picked up within a reasonable timeframe, like 30 minutes or less?

If patrons are using the service to ride from bar to bar, what fail-safe method is in place to make sure patrons don't drive their own car home after a night of **Road Crew** rides?

Can you influence loitering laws or their enforcement, so people waiting for a ride don't violate local ordinances?

How do you insure that the service is reliable?

How do you make it "affordable," as defined by the potential riders in your community? What's the right balance between cost and convenience?

How do you handle collecting fares? Can you offer a prepaid option to avoid the problem of people running out of cash at the end of a night on the town?

How do you make the new choice seem "cool?" You're asking the ride system users to check their egos and admit they need help getting home. You need something compelling to overcome this very strong barrier.



Transportation

Transportation Comparison

With this chart, you can analyze the features of each vehicle type to decide what will work best for your community and your target market.

Features	Limos and other luxury vehicles	Buses	Taxis	Vans
Size				
Staffing				
Mood				
Special Events				
Scheduled Routes				
On-demand				
To bars				
Among bars				
Home				
Cost				
Wait Times				
Management				
Other				



Transportation

Road Crew Program Description

Description of proposed service and vehicles
Appeal and benefits to target market
Advantages and benefits specific to our community that are provided
Disadvantages and barriers specific to our community to be overcome
Resources and partners
Ownership and management
Days and times of ongoing operation
Days and times of seasonal and/or special events operation
Area serviced



Transportation

How to access service
Projected passengers per ride and total riders per year
Potential expenses
Potential revenue and sources of revenue
Budget
Staffing – paid or volunteer
Training
Miscellaneous equipment
Safety issues
Liability coverage



Incentives

You might ask why you need to provide incentives to get people to do the right thing. The answer is that for some people, you don't – they will do what you want them to do if you ask. Others won't change no matter what you offer. For people who are not going to change, society has to rely on law enforcement to provide consequences for illegal behavior, while those who change easily will be influenced by educational messages. Our defined target market is most likely in the middle. If you give them a little extra push in the right direction, they might do what you want. One way to give them this push is through incentives, which are extra rewards for the behaviors we want to encourage. There is a great opportunity to reach those who need just a little encouragement to try a new approach.

From the National Town Hall Meeting on Drunk Driving in American 2001, conducted by the National Commission Against Drunk Driving "...participants agreed on two ultimate goals...they look to a time when drunk driving is both socially unacceptable and legally untenable. As measured by its consequences, the goal is zero: zero traffic crashes, injuries, or fatalities involving alcohol. While this goal is unlikely to be met soon, it is a goal to reach toward – anything short of the goal is not acceptable."
<http://www.ncadd.com/townhall.pdf>

A well-designed incentive program will encourage potential users to try the **Road Crew** for the first time, then encourage repeat usage and build loyalty. This can be difficult as people tend to resist change, even if it is in their own best interest. If the incentive program is not carefully constructed, people will take the incentives that are offered without developing the desired behavior. In the case of drunk driving, you are asking the target market to behave in a way that they might not realize is for their benefit. Since they have always gotten home in the past, they also expect to get home safely in the future.

You may find that as you build awareness for your ride service and it begins to take hold with the target market, the need for incentives may be reduced or eliminated. Some demonstration communities found that a well-conceived ride program sold itself and incentives were not necessary. As discussed previously, a limousine as the transportation option often became its own popular incentive.



Incentives

What Will It Take?

Attractive incentives can help overcome both resistance to change and deeply-rooted habits. Inertia is very powerful: people are creatures of habit, and it is not easy to get them to develop new routines. Before developing an incentive program, review what you know about the target and carefully consider what is likely to motivate them.

Incentives can also be given to other people who may influence driving behavior, such as friends, girlfriends, volunteer drivers, employers and bar staff. In addition to rewarding 21-to-34-year-old single males, consider incentives for other relevant participants. For example:

- ▶ Bar staff might be offered incentives to encourage their customers to use the new service. One demonstration community offered a monthly cash prize to the bartender who made the most referrals to the **Road Crew**.
- ▶ Volunteer drivers may receive incentives to stimulate their participation, such as **Road Crew** T-shirts and free rides.
- ▶ Friends, girlfriends and employers can be offered incentives, such as free ride coupons or specialty items, so they encourage others to behave appropriately.

Incentives can be given for a first-time trial behavior for the person who usually drives to attract new **Road Crew** riders. This first step is the most difficult and may need a larger reward. Later the goal is to get repeated use of the ride service – now the reward might be one that is earned after several correct behaviors, much like airlines offer in their frequent flyer programs. In sum, an incentive must reward the right behavior from the right person, and it must be something that the recipient values

Action Steps

Worksheets: Idea Inventory, Exploring Options, Option Specification Sheet

Before you actually brainstorm specific strategies, it would be helpful to talk through some of the issues regarding incentives. Here are some discussion questions for your project team.



Incentives

-
- Who** → Do you want to reward an individual for his own choice, reward a group of people for helping each other or both?
→ Do you want to reward volunteer drivers and bar wait staff, as well as drinkers?
- What** → What incentives would be valued by the recipient?
- Where** → What is the distribution point of the incentive?
- Why** → Do you want to motivate usage of the system for the first time, build repeat business or both?
- When** → Is the incentive to be awarded immediately, or does it have to be earned over time? In focus groups, participants admitted they didn't respond well to delayed rewards. If you are providing an incentive, an immediate award will have a greater impact.

Now you can brainstorm ideas that fit your community and target market. The *Idea Inventory* lists several ideas that have been suggested in the past. This will give you a place to start. Build on this list with your own ideas, and then weigh the pros and cons of different ideas by using the *Exploring Options* form. Be sure to solicit ideas and opinions from the 21-to-34-year-old participants in your project team. They are the ones that can tell you if an incentive idea would work within their peer group. If you are considering an incentive for bar wait staff, then test the idea on them; whoever is to receive the incentive should be involved in setting it up and addressing all the challenges associated with receiving the reward.

Once you have decided on a few viable choices, the *Option Specification Sheet* will be a good resource for filling in the details. Be sure to check your state laws regarding raffles, lotteries, contests and other incentives; each state has its own rules to follow.



Incentives

Idea Inventory

There are many ways to reward positive behavior. Here are a few ideas to get you started, grouped into the categories of individual versus group incentives, and immediate versus future rewards.

	Individual	Group
Immediate Trial Usage	Free trial period Free or discounted beverages* Waived cover charges* Free or discounted food* Free T-shirts, mugs, hats Gift certificates: video rentals, golf courses, gas stations, restaurants, fast food franchises Free parking Your idea _____ Your idea _____ Your idea _____ Your idea _____	Free trial period for league or team Food on the shuttle Priority cab service Reserved table at bar or restaurant Your idea _____ Your idea _____ Your idea _____ Your idea _____
Ongoing Repeat Usage	Free or discounted beverages* Waived cover charges* Free or discounted food* Volunteer driver: mileage reimbursement, tips, free rides Frequent users: buy so many rides, get one free or get a prize Lottery-style drawing Your idea _____ Your idea _____ Your idea _____ Your idea _____	Big-screen TV or new pool table for the bar Free concert Group party Bus trip to ball game Your idea _____ Your idea _____ Your idea _____ Your idea _____

**These are immediate incentives if awarded on the spot, or future if a voucher is given for the next visit.*



Incentives

Exploring Options

Description			
Desired Behavior			
Advantages	Disadvantages	Appeal to Target	Resources & Partners

Description			
Desired Behavior			
Advantages	Disadvantages	Appeal to Target	Resources & Partners



Incentives

Option Specifications

Describe the incentive.
How will it appeal to riders?
Will it be awarded immediately or delayed?
Where will it be offered and by whom?
How will awareness be generated?
What are the barriers to participation and how can they be overcome?
What is the projected cost?
Who needs to be trained and how will training be delivered?



Marketing & Promotion

One of the biggest tools you have at your disposal in developing and offering a new ride service to your community is the **Road Crew** identity itself. In the early stages of developing this social marketing initiative, project leaders recognized the importance of developing an appealing name, logo and identity for the program along with communications materials that would resonate with the target market. While the program provides a tangible service with tested benefits to capture their minds, an emotional sell was also required to capture their hearts. An advertising agency was hired to create a consistent set of messages that were provided to communities for local customization. Input was solicited from community leaders and the target market on a range of ideas presented by the agency.

The results were the **Road Crew, Beats Driving** advertising, logo and slogan, which convey the “no hassle” theme of fun and convenience. The poster featuring “Boxer Shorts Dave” has been a popular way to promote the **Road Crew**. The intent of the poster is for young men to see themselves in Boxer Shorts Dave; he is having a great time because he doesn’t



have to worry about a ride home. They might think “Being a little wild and crazy is okay. As long as the **Road Crew** is there, no harm is done.” Many advertisers appealing to this group take an “over the top” approach to capturing the attention of these young risk-taking males.” A logo sheet and sample poster are in the Resources section of this toolbox.

Branding and Positioning

While the **Road Crew** brand has already been developed, understanding more about branding will help you to customize the brand for the guys in your community, your transportation choice and your unique range of incentives and promotions. There are two important marketing concepts that work together in creating an image of the **Road Crew** in the minds of the target market. These are “branding” and “positioning.”



Marketing & Promotion

BRANDING

Branding is commonly defined as a collection of perceptions in the mind of the consumer. Perceptions are gathered from many sources, such as the target's own experiences, the experiences of others, or advertising that they have been exposed to. An easy way to understand branding is to think of products that are familiar to you and try to label your perceptions. For example ask yourself, "Does the brand make me feel young, sophisticated, cosmopolitan, independent or in control of my life?" Product developers anticipate the answers to these questions and many more when developing a brand's image. With the **Road Crew**, the brand was designed to convey fun, no hassle and the right choice.

The brand image is what sets a product apart from its competition. A further definition comes from branding expert Rob Frankel, who stated: "Branding is not about getting your prospect to choose you over your competition; it's about getting your prospect to see you as the only solution." With the **Road Crew**, you want the ride service to be seen as the only choice to make in your community when someone is considering a night out drinking. This is why limousines turned out to be such an ingenious transportation choice; it was a new product that immediately challenged the old choice with its promise of an easy, enjoyable evening out with friends.

POSITIONING

A definition of positioning is the attempt to influence or control the public's perception of the product; it's how you actively promote the brand in a way that will motivate potential customers to try it. Positioning reflects the personality, values and benefits of the service. Positioning that was developed for the **Road Crew** took into consideration the wants, needs and personality characteristics of 21-to-34-year-old single men who like to go out and have a good time, but may drink excessively and then drive home.

POSITIONING CASE STUDY

Miller Lite was not the first low calorie beer on the market; other brands had tried and failed before them. The others had been positioned as low calorie or diet beer, but people who drink lots of beer don't diet and people who diet don't drink lots of beer. Miller Brewing Company understood the target and positioned itself as the less filling beer. It knew that real beer drinkers wanted to be able to drink more beer, but that they became bloated. Miller Lite allowed them to do what they wanted, which was to drink more beer. This is one of the best examples of using an understanding of the target in order to develop a position that offered a unique benefit.



Marketing & Promotion

Products have attributes, but people buy benefits. The founder of Revlon cosmetics said "In the factory we make cosmetics; in the drugstore we sell hope." Up until now, you have been developing the ride service and the incentives; these are the attributes. Now you need to offer to potential customers a unique meaningful benefit that gives them motivation to try your product. Every impaired driver at some point is hit with the thought that he or she will soon be driving drunk. The unique benefit provided by the **Road Crew**, as perceived by the target market, is that riders can have a good time without the hassle or worries that are associated with alcohol-impaired driving. In two of the original **Road Crew** communities, the target market was attracted to the benefit that taking a limo to, from and among the bars was a great way to keep the party going and make the evening even more fun. Other benefits were that the ride service was low cost and hassle-free.

FROM CREATIVE BRIEF USED TO DEVELOP THE *ROAD CREW* BRAND

Why are we advertising at all?

To create awareness for an evening alternative ride service.

What is the advertising trying to do?

Make the new ride service appealing to men in order to reduce the number of alcohol-related crashes.

Who are we talking to?

Single males, 21 to 34 years old, who may drink excessively.

What are their current attitudes and perceptions?

"My car is here right now. Why wait? There are few options available anyway. I want to keep the fun going all night long."

What is the main promise we need to communicate?

It's more fun when you don't have to worry about driving.

What tone of voice should we use?

The brand character is rugged, cool and genuine. We need to be a "straight shooter" buddy on the barstool next to the target. They do not want to be preached at or told what to do (works like "program" may cause him to tune out). We need to communicate in a language they can relate to.



Marketing & Promotion

Delivering the Right Message

Making the target market aware of the new service with a message that is compelling is important. You can have the best ride service in the world, but if no one knows about it or doesn't feel it suits them, it will literally go nowhere. When designing a promotional campaign, you have to get into the mindset and motivations of the target audience, and deliver a message that feels right to them. The message needs the right combination of facts about the ride service you will offer and feelings that you wish to elicit about the behavior. Keep in mind the old saying, "No sale is made entirely in the head or the heart."

It is important to remember that you are not trying to get people to drink less and you are not promoting just the idea that excessive drinking and driving are a bad combination. Rather, you have an attractive new product that competes with driving, and you are selling the benefits of your product. The ultimate goal of these messages is very specific: to change the behavior of young men who drink to excess and then drive.

You need to be focused on the products and incentives that you have developed and communicate how these are a better choice than driving home at the end of the evening. The short-term goal is to create awareness and good feelings about your ride program. This single-minded focus must be clear in every message that you develop.

The best way to find out if you are on the right track is to get as much feedback as possible. This includes listening to members of the target group who are on the project team and have them get formal and informal feedback from their friends. If you sense that they have objections, your time will be well-spent getting to the bottom of their concerns. The lesson here is that even if your ride service, incentives or messages do not resonate with members of the planning team, that's fine – you are not the target market.

You have to ask members of the target market for their opinions, listen to what they tell you, and then act on that feedback.

This won't guarantee success, but will surely make it more likely. An advisory board consisting of members of the target is a must in understanding how to appeal to young guys in your town. The communities that used this board most heavily developed successful program that the target wanted to use. It may be difficult to absorb the idea that you should listen to a bunch of young guys who frequently drink and drive, but if you want to get them to change their behaviors, you'll develop the product for them.



Marketing & Promotion

Product Introduction:

Getting the Target to Notice and Try the *Road Crew*

The members of your target market will go through several stages between knowing nothing at all about the ride service and becoming your most loyal riders. These stages are awareness, attitude, trial behavior and repeat behavior. Let's look at how these work together to develop patrons for your service.

- ▶ The first step is to create awareness, which is defined as a person's recognition of the product. The highest level of awareness is top-of-mind. This means the ***Road Crew*** is the first thing people think of when considering how to go to the bar and get home.
- ▶ Your second goal in the communications process is to create a positive attitude or feeling toward the product in the minds of the prospective users. A message that is focused on the motivations of the target market presented in appealing language and tone will have a positive impact on attitude.
- ▶ If you have created awareness and generated a positive attitude, the next logical step is for people to choose your ride service. Trial behavior is difficult because there is always risk in trying out something new. To overcome this risk, marketers often offer incentives that make it easier to try, such as coupons or raffles.
- ▶ You don't want people to use the service only once – you want it to become a habit and an ongoing choice. Repeat behavior indicates that the first experience was positive, and there is a positive attitude toward trying it again.

A GOOD BEGINNING IS HALF THE BATTLE

Almost from the minute you begin developing your ride system, you should be planning its introduction to the community. Launching the ***Road Crew*** with a high-profile event can generate enthusiasm and quickly create a critical mass of trial behavior. You'll want to start with a fun kickoff event that attracts future riders, and maybe give them a chance to try it for the first time at no or reduced cost. You might have a "charter members" club for the first people who make a commitment to the program. Line up sports leagues and bar owners to show their support. Consider a celebrity chairperson for a kickoff event. In any case, this is your best opportunity to make a big splash and generate lots of good will and publicity for your service.



Marketing & Promotion

Promotional Ideas

Your messages may be delivered in many formats. Most of the time, you will want to use media choices that reach as many people as possible in your target market, while minimizing the delivery to people who are not in the key group of 21-to-34-year-old single males. Sometimes you might make the conscious decision to communicate with others involved, like the entire community, or just tavern workers, or just friends and relatives of the primary target. There are numerous creative ways you can generate awareness and create a positive attitude toward your program. Here are a few ideas to get you started. You are limited only by your imagination, but keep in mind that all messages, regardless of form, need to be consistent in tone and content.

MASS MEDIA - PAID

- Types ▶ Newspapers, radio, television, billboards.
- Benefits ▶ Raise overall awareness by reaching a large audience.
- Tactics ▶ Buy space that reaches target audience.
- ▶ Insert flyers on specific newspaper routes.

MASS MEDIA - UNPAID

- Types ▶ Newspapers, radio, television.
- Benefits ▶ Save money with unpaid promotion.
- ▶ Develop media outlets as project partners.
- Tactics ▶ Produce public service announcements.
- ▶ Send press releases featuring events that have photo opportunities.
- ▶ Make appearances on local shows for radio and television.
- ▶ Write guest columns for print media.

POINT OF SALE

- Types ▶ Make material available at bars, restaurants, hotels and residences where people are likely to make the decision to contact the ride service.
- Benefits ▶ Most direct place to reach target audience.
- Tactics ▶ Display posters on bar walls or in restrooms.
- ▶ Imprint coasters with **Road Crew** name and dispatch phone number.
- ▶ Have servers wear promotional T-shirts. Bar owners and servers are opinion-leaders within the target group, so their visible support goes a long way.
- ▶ Leave flyers on the windshield of vehicles parked at bars, restaurants, shopping malls and sports venues (with permission).
- ▶ Distribute leaflets on the doorknobs of homes and apartments.



Marketing & Promotion

COLLABORATIONS WITH PARTNERS

- Types ▶ Distribute information to employees and customers of their organizations and identify other ways of spreading the word.
- Benefits ▶ Expand awareness of program in an easy, low-cost way.
- Tactics ▶ Write articles for newsletters, such as employer publications, church bulletins, nonprofit organizations, schools and neighborhood associations.
- ▶ Do speaking engagements at employers and civic group meetings.

EVENTS

- Types ▶ Many options, such as golf outings and casino nights. Can be used to kick off the program or periodically as needed.
- Benefits ▶ Create excitement, raise awareness, encourage good feelings and future behavior and raise funds.
- Tactics ▶ Celebrity involvement can enhance the project's image. Consider a one-time appearance or an ongoing role, such as honorary chairperson.
- ▶ Community celebrations, such as festivals, parades and fairs are great places to have a booth or distribute literature.

Action Steps

Worksheet: *Planner & Checklist*

You should create a Promotions committee from the members of the project team and from other partners you've identified who might support this initiative. They should report back regularly to the project team to get feedback and approval to implement their recommendations.

Their responsibilities include:

- ▶ gaining the commitment of media partners
- ▶ developing an annual communications promotions plan
- ▶ planning the kickoff event
- ▶ providing income and expense information for the project budget

Once you have hired a program coordinator, he or she may be responsible for ongoing awareness, but you'll have a head start if you begin developing your plan right away.



Marketing & Promotion

Coordinating communications between coalition members, the media and the community at large can be tricky. Everyone in the coalition needs to stay “on point,” which means they all need to know the message you are trying to convey, and must communicate the same major points when talking about the project. The Planner & Checklist should be a useful tool to summarize the key aspects of a media campaign and help the partners be aware of the main talking points.

PROMOTIONS CASE STUDY

The **Road Crew** demonstration communities found it difficult to use television advertising because they were not in primary media markets. Cable television provided a good solution, however. They were able to purchase targeted time slots at an affordable rate on cable shows that appealed to the target market and that were likely to be aired in bars. The local cable company produced the ad at a reduced cost.



Marketing & Promotion

Planner & Checklist

THEME
What is the purpose of the campaign?
Does the promotion emphasize the benefits to the target market?
Does the message elicit positive feelings about the Road Crew ?
Is there a specific call to action in the promotional materials?
MEDIA
What is the advertising and publicity plan?
Does the distribution method reach the target audience better than other alternatives?
Who will be the primary media contact?
What is the approval process for press releases, advertisements, and other print material?



Marketing & Promotion

PROMOTIONAL AND SPECIAL EVENT MATERIALS

What materials and resources will be used?

How will these reflect the campaign goal?

What special events are planned?

Who will create, approve and distribute the promotional materials?

What is the budget for promotional materials?

CHECKLIST

	Yes	No
Does the message clearly state the incentive/reward?		
Does it ask for a desired behavior?		
Does it respond to a need of the target market?		
Does it state a benefit to the target market?		
Does it convey the fun, no hassle image of the Road Crew ?		
Is it clear, credible, and appealing to the target market?		



Administration

Small Business Resources

Starting a **Road Crew** ride service is similar to starting a small business. Coalitions should consider organizing themselves like a nonprofit organization, with the leaders acting as a board of directors. As in any new small business, the team must have members with a working knowledge of finances, human resources, marketing and operations. Plus you need to comply with all of the relevant local, state and federal laws that apply to your program. It would be a big asset to have members on your coalition leadership team who have expertise in these areas, as well as those with an entrepreneurial spirit.

An excellent resource for information and guidance is your state or regional Small Business Administration (SBA) office. They have many online resources available, too. Their homepage at <http://www.sba.gov/> provides a map to help you locate the nearest office. You will also find an entire section of their site devoted to starting a small business at http://www.sba.gov/starting_business/index.html. Topical sections include Startup, Planning, Finance, Marketing, Employment, Tax and Legal – everything you need to know to get the **Road Crew** open for business in your community

Roles and Responsibilities

The **Road Crew** administrative structure is a collaborative relationship between its coordinator and the volunteer coalition. All parties need to communicate on a regular basis to insure their activities are coordinated

THE COALITION'S ROLE

Similar to a working nonprofit board of directors, the community coalition has the following responsibilities:

- ▶ Providing leadership and direction to the coordinator
- ▶ Upholding the vision and program goals.
- ▶ Keeping the coalition informed and motivated.

Establishing a committee structure as discussed previously to divide up the workload will help keep the coalition on task with its responsibilities



Administration

PROGRAM COORDINATOR

Having at least a half-time paid employee to coordinate and provide administrative support will be a valuable component of your program. You are much more likely to be successful if you have dedicated human resources with job responsibilities for the program's day-to-day duties. Relying exclusively on volunteers can often result in delays and unfinished assignments.

The core duties for a program coordinator are scheduling and keeping ride logs; these two duties can easily comprise ten to 15 hours per week. The remaining hours will be filled with other duties, such as handling media and public relations, developing and implementing marketing plans, staying in contact with bar owners and servers, managing fundraising and processing day-to-day finances.

The position requires a range of skills, including: vision, creativity and passion for the job; ability to facilitate, promote and organize; administrative skills that include experience in record-keeping, maintaining financial records and ride logs; and an understanding of nonprofit organizations.

Qualities to seek in a program coordinator include:

- ▶ experience with community coalitions, safety initiatives, fundraising and project management
- ▶ ability to work comfortably with all coalition members
- ▶ knowledge of local government and civic issues
- ▶ solid administrative skills to handle recordkeeping, scheduling and reporting

There are a myriad of issues to deal with when hiring an employee. In pragmatic terms, you need to write a job description, advertise for candidates, decide who will interview applicants and have a process for making the final selection. In the demonstration communities, the details of actually having an employee were too cumbersome, so they hired their coordinators as independent contractors rather than employees. Other administrative items to address include having office space, equipment (such as a computer and phone) and supplies for the coordinator. These items may be something sought as a donation from a community sponsor.



Administration

Measurement

One of the duties of the coordinator is to maintain program records, such as ride logs. In the demonstration communities, ride records reflected dates and times, pickup points and destinations, number of riders, gender and age of riders. To preserve the anonymity of riders, identifying information such as names and home addresses was not collected.

You may also consider conducting periodic evaluations and reporting on your results on a regular basis. Documenting your program is important for several reasons, including the following:

- ▶ You can learn from both past successes and failures, and modify your program accordingly.
- ▶ Others who are considering similar ventures can benefit from your experience.
- ▶ You can tout your achievements to gain press coverage and attract attention to the program.
- ▶ You will be able to justify your actions to your funding sources if you have kept accurate records of what you've done and what results you achieved.
- ▶ Perhaps most importantly, you have information to present to prospective donors.

One of the key principals of noted time management guru Stephen Covey is to "begin with the end in mind." Putting this into practice, you should think about the type of activities you would like to measure and the outcomes that you want to quantify. Then you can implement tracking and reporting processes to make sure you are capturing the right data from the onset.



Administration

Project Timeline

This conservative sample timeline will give you an overview of the activities that need to be completed prior to launching your new **Road Crew** service.

Date	Activity
Nine months to one year prior to launch date	Project champion identifies potential coalition members Potential members invited to an organizational meeting Initial meeting held, core team finalized, committee assignments made and meeting schedule determined Outcome measurements determined
Six to nine months prior	Research committee conducts focus groups on relevant issues with members of target market and compiles feedback Transportation committee completes environmental assessment and makes preliminary recommendation of potential ride service Finance committee develops budget and plan for raising funds
Six months prior	Incentive committee reviews results of focus groups and makes preliminary recommendation of incentives for initial trial and repeat usage Fund raising begins Hiring process of coordinator begins
Three months prior	Promotions committee develops advertising and promotions plan Kick-off event planned Coordinator hired
On-going	Concepts and results revisited with target market and fine-tuned as needed



Financial Matters

Excerpt from the Bylaws of the National Commission Against Drunk Driving
http://www.ncadd.com/policy_c.cfm: "... alcohol-related programs, especially those relating to enforcement and adjudication, can and should be made self-funding."

Adequate funding is vital for establishing a program that is likely to be sustainable. Key steps to secure your financial future include:

- ▶ Make sure your planning team is diverse and is well-connected throughout the community. You will need to leverage every one of their ideas and contacts when fundraising.
- ▶ Develop a realistic, detailed budget. You don't want to underestimate the expenses involved. Be realistic about cash flow just as you would if running your own business or as you do in your own household.
- ▶ Pursue all funding avenues with a dedicated effort. You should have specific individuals overseeing the process and making sure all of the contacts are initiated and follow up is made.
- ▶ Don't take "no" for an answer. Experienced salespeople will tell you that few sales are made in the initial call. It takes repeated effort to establish trust and make a sale. When you receive a negative response, you should still consider that prospect a warm lead and continue to make contacts. Persistence will pay off in the long run.
- ▶ Set appropriate fares. Pricing is a crucial decision. You must establish the right price that will allow sustainability yet not turn away prospective riders. Feedback from your target market will be vital when making this decision. Having riders pay for rides will raise funds and will also build more community support because you are not giving away the service.

Justification for Support

Alcohol-related crashes and fatalities are very costly to individuals, private enterprise, government and society as a whole. Statistics show:

- ▶ Alcohol-related crashes cost society over \$45 billion every year. Just one alcohol-related fatality is estimated to cost society about \$950,000. Each alcohol-related injury averages about \$20,000.



Financial Matters

- ▶ Almost a quarter of first-year medical costs for persons hospitalized as a result of a crash are paid by tax dollars, about two-thirds through Medicaid and one-third through Medicare.
- ▶ Employers pay for approximately half the cost of motor vehicle crashes, through insurance, disability, worker's compensation, and lost productivity. Eventually, we all bear the costs through tax-payer supported services and programs, higher insurance costs and higher prices on goods and services (NHTSA publication "Setting Limits, Saving Lives: The Case for .08 BAC Laws"
<http://www.nhtsa.dot.gov/people/injury/alcohol/Setting%20Limits%20Saving%20Lives%20htm/appA.html>).

COST-SAVINGS CASE STUDY

The demonstration project in the original **Road Crew** communities illustrates that you can achieve dramatic cost savings within a short period of time. Results show:

- ▶ 19,757 rides were given to potential drunk drivers during the one-year period.
- ▶ The average cost of an alcohol-related crash in Wisconsin is about \$56,000; the cost to avoid a crash with the **Road Crew** was about \$15,300.
- ▶ These rides are estimated to have prevented 15 alcohol-related crashes.
- ▶ The projected value of saving 15 crashes is \$840,000, while direct start-up costs for the three community projects combined was only \$230,000.
- ▶ Total savings to the citizens of Wisconsin were estimated at \$610,000.

Another key measure of the program's success was awareness and acceptance within community.

- ▶ Awareness in the general community was 68%; it ranged from 70% to 100% in other groups. Among those who were aware, over 80% surveyed had positive feelings about the program.
- ▶ Community leaders felt that the program should continue into the future.

Project leaders are confident that the results shown here can be replicated in virtually any small community in the United States. These figures provide a compelling case that you can make to potential donors and project participants to support a **Road Crew** program in your community.



Financial Matters

In addition, a 1994 study by economist Ted R. Miller of the National Public Services Research Institute reported:

- ▶ The indirect costs of alcohol-related crashes (pain, suffering and lost quality of life) increase the toll for alcohol-related crashes to \$134 billion a year.
- ▶ Alcohol-related crashes account for 19% of auto insurance payments in 1993 (a decline from 26% in 1990).
- ▶ An alcohol-impaired driving crash costs each innocent victim \$36,000.

Funding Sources

There are various sources of funds that you might pursue, with each providing different benefits. These include the fares charged for rides, trade or in-kind contributions, raised funds and direct contributions.

RIDE FARES

Fares are the foundation for providing on-going service to the community. Most people involved in this effort feel the rider should be required to contribute to the costs. Charging fares allows those who benefit from the service to "give back" so that others can have the same benefit in the future. Putting a price on the service gives it value, and people may be more likely to use it if they don't feel it is charity. A reasonable fare level may be \$10-15 for a full night of service to, from and among the bars, while \$4-5 might be charged for a single ride segment.

TRADE OR IN-KIND

A business or other entity might provide services you need in exchange for recognition of their sponsorship. Receiving trades or in-kind services can significantly reduce the amount of hard dollars that have to be raised. It can be time-consuming to solicit trades, but is usually well-worth the effort. Anyone who provides a trade or in-kind service becomes one of the project partners, committed to its success. They can help publicize the service; while in return, you publicize their business. It's a win-win situation for all involved. Common trades include:

- ▶ cellular phone service
- ▶ gas or vehicle maintenance
- ▶ media advertising
- ▶ insurance coverage
- ▶ individual incentives, including merchandise, coupons, refreshments or prizes
- ▶ group incentives, like parties, sports tickets and concerts



Financial Matters

RAISED FUNDS

Coalitions might consider a fundraiser to kick off their **Road Crew** program. There are unlimited possibilities for these events, which would coordinate with ongoing fundraising efforts. Some ideas include: a fun run, a benefit concert, golf outing or casino night.

Excerpt from the Bylaws of the National Commission Against Drunk Driving
http://www.ncadd.com/policy_c.cfm: "Private sector support of drunk driving prevention programs should be sought in all industries, since all of us are affected by the results of drunk driving. Those industries which deal with alcohol or motor vehicles, however, should be especially involved in prevention. The motor vehicle is a part of the equation that results in alcohol related crashes."

DIRECT CONTRIBUTIONS

Businesses, foundations, service organizations, governmental agencies and private individuals are sources of direct contributions. A great activity for your planning team is brainstorming who to contact in each category. Don't forget to include:

- ▶ **Businesses:** Chambers of commerce, major employers, automobile dealers and repair shops, insurance companies, alcohol beverage wholesalers and distributors and medical centers.
- ▶ **Foundations:** Community foundations, United Way, private foundations, college and university funds (including alumni, board of trustees, and academic departments) and local charities. These online resources listed below can help you identify sources of grant funding.

The Foundation Center <http://fdncenter.org/>

Guide Star <http://www.guidestar.org/>

- ▶ **Service organizations:** Local chapters of MADD (Mothers Against Drunk Driving), Rotary Club, Elks, Lodge Club, Jaycees, Optimists and churches.



Financial Matters

- ▶ Governmental agencies: The original **Road Crew** project was funded by the National Highway Traffic Safety Administration, with additional support from the Wisconsin Department of Transportation. You might seek funding from similar agencies or others such as police and sheriff's departments and traffic safety agencies. Again, if you have done a good job in assembling your coalition, you should already have representatives from these groups on your team.

Check with your government partners at the state, county and local level to see what happens to revenues collected for OWI convictions. In Wisconsin, a portion of these revenues are set aside to develop ride programs for impaired drivers. If no such legislation exists, this presents an opportunity for you to influence public policy and seek a portion of these funds for your program.

- ▶ Private individuals: You may find individuals who are interested in putting their own funds into the project, especially if they or a loved one have been impacted by drunk driving. You could consider a patrons club or some other recognition program for individual donors.

The biggest challenge in raising direct funds is having individuals who are qualified and comfortable with this kind of fundraising making the requests. There is a great deal of competition for charitable funds, and you'll need expertise in crafting the message you are presenting to donors, and someone with the communication and organizational skills to approach all of the prospects on your list. An important part of fundraising is to be able to show prospective donors how their contribution will benefit them and their community. To that end, successes from the three demonstration communities can be used as an example of what can be done. Being proud of your program, showing enthusiasm and speaking with confidence about the purpose of the **Road Crew** will be your biggest asset in gaining financial support.

Seeking Nonprofit Status

The process for obtaining nonprofit status varies from state to state. When granted, it may make an organization eligible for certain benefits, such as state sales, property and income tax exemptions. Organizing as a nonprofit at the state level does not automatically grant an entity exemption from federal income tax, however. To qualify as tax-exempt from federal income taxes, an organization must meet requirements set forth in the Internal Revenue Code. For more information, see Publication 557 <http://www.irs.gov/publications/p557/index.html>.



Financial Matters

To be considered for nonprofit status, your organization must serve some charitable, religious, educational, scientific or literary purpose beneficial to the public interest. If so, this allows you to seek tax exempt status from the IRS by acquiring the designation of being a 501c3 charitable organization. Incorporating as a nonprofit is very similar to incorporating as a for-profit. Each nonprofit corporation must file articles of incorporation specifically stating the purpose of the organization, establish by-laws and consider regulations and operational requirements. Many organizations have found that obtaining nonprofit status is very difficult and time consuming, so you might anticipate using legal council to guide you through the process.

You will need to contact your secretary of state for information on their application process. Many states have information and forms available online, such as forms for articles of incorporation, a fee schedule for filing costs, a synopsis or full text of nonprofit law and regulations pertaining to your state and other useful information. An excellent resource for basic information is located at [About.com](http://about.com). Check out their articles on How to Start a Nonprofit Organization and Starting a Nonprofit Frequently Asked Questions, located at <http://nonprofit.about.com/cs/nonprofitstartup/>.

As an interim step, you may want to partner with an established nonprofit organization, such as a local Chamber of Commerce, who would be willing to accept contributions on your behalf.

Sample Budget

The following example shows some of the income and expense items you might encounter with your ride program. This will help you develop a realistic budget before you begin fundraising.

INCOME	Cash	In-Kind	Total
Ride Fares			
Trade or In-Kind			
Raised Funds			
Direct Contributions			
TOTAL			



Financial Matters

Expenses	Total Amount	Total Donated	Actual Cost
Equipment			
Vehicles			
Wheelchair Lift			
Two-Way Radio System			
Cellular Phone			
Dispatch Phone			
Pagers			
Other			
Total Equipment			

Operations			
Gasoline			
Vehicle Supplies			
Staff Training			
Phone Service			
Staff Uniforms			
Postage			
Printing			
Office Supplies			
Other			
Total Operations			

Payroll			
Coordinator			
Drivers			
Dispatcher			
Other			
Total Payroll			

Promotion			
Brochures			
Incentives			
Specialty Items			
Advertising			
Other			
Total Promotion			



Financial Matters

Total Income	
Equipment	
Operations	
Payroll	
Promotion	
Total Expenses	
PROFIT/LOSS	



Resources

Contact Us

Implementing a successful ride program can be a challenge. If you want expertise beyond what is available in this toolbox, the original **Road Crew** project management team may provide consulting services and project administration on an hourly or contractual basis. They also can make available the **Road Crew** logo and poster. For a free initial consultation, contact:

Beth Mastin
President, MasComm Associates
2828 Marshall Court, Suite 101
Madison, WI 53705
Phone 608-236-0674
Fax 608-236-0252
E-mail mastin@mascomm.net

Mike Rothschild
UW School of Business
5601 Tonyawatha Trail
Madison, WI 53716
Phone 608-221-9666
Fax 608-221-4644
E-mail mrothschild@bus.wisc.edu

In Wisconsin, contact your Bureau of Transportation Safety Regional Program Manager (RPM) and discuss this concept with him/her. A map to assist you with finding your RPM is located at the end of this section.

Toolbox Resources

Throughout the toolbox, there are many resources listed in their appropriate section. The following is a summary of those links.

Road Crew Final Report

<http://www.dot.wisconsin.gov/library/publications/topic/safety.htm>

National Highway Traffic Safety Administration Traffic Safety Facts 2002 – Alcohol

<http://www-nrd.nhtsa.dot.gov/pdf/nrd-30/NCSA/TSF2002/2002alcfacts.pdf>.

NHTSA Traffic Tech 2001 National Survey on Drinking and Driving

<http://www.nhtsa.dot.gov/people/injury/alcohol/traffic-tech2003/TT280.pdf>

NHTSA Traffic Safety Facts May 2003

<http://www.nhtsa.dot.gov/people/injury/New-fact-sheet03/VehicleLicensePlate.pdf>



Resources

National Town Hall Meeting on Drunk Driving in American 2001, conducted by the National Commission Against Drunk Driving

<http://www.ncadd.com/townhall.pdf>

National Highway Traffic Safety Administration, Alcohol and Highway Safety 2001: A Review of the State of Knowledge

<http://www.nhtsa.dot.gov/people/injury/research/AlcoholHighway/index.htm#Contents>

National Commission Against Drunk Driving public hearings and national conferences focusing on 21-to-34-year-olds

<http://www.ncadd.com/tsra/abstracts/young.adults.html>

The BoardSource

<http://www.boardsource.org/default.asp?ID=1>

How to Implement a Community-Based Designated Driver Program

<http://www.nhtsa.dot.gov/people/injury/alcohol/DesignatedDriver/intro1.html>

A Guide to Community-Based Designated Driver Programs

<http://www.ncadd.com/designated/designated1.html>

Small Business Administration

<http://www.sba.gov/>

Small Business Administration Starting a Small Business

http://www.sba.gov/starting_business/index.html

Bylaws of the National Commission Against Drunk Driving

http://www.ncadd.com/policy_c.cfm

NHTSA publication "Setting Limits, Saving Lives: The Case for .08 BAC Laws"

<http://www.nhtsa.dot.gov/people/injury/alcohol/Setting%20Limits%20Saving%20Lives%20htm/appA.html>

Internal Revenue Service Publication 557

<http://www.irs.gov/publications/p557/index.html>

About.com

<http://nonprofit.about.com/cs/nonprofitstartup/>



Resources

Web Guide

There are many resources on the internet that you might find helpful. This is a partial list of some sites that may contain research on the problem of impaired driving, model programs, and other information, representing many different points of view and approaches. The **Road Crew** project and its consultants take no responsibility for any information found on these sites.

AAA Foundation for Traffic Safety

<http://www.aafts.org>

The AAA Foundation for Traffic Safety is a not-for-profit, publicly supported charitable educational and research organization that funds research projects designed to discover the causes of traffic crashes. This research has been used to develop focused, high-impact educational materials for drivers, pedestrians, bicyclists and other road users.

Advocates For Highway And Auto Safety

<http://www.saferoads.org>

Advocates for Highway and Auto Safety is an alliance of consumer, health and safety groups and insurance companies and agents working together to make America's roads safer. Advocates encourages the adoption of federal and state laws, policies and programs that save lives and reduce injuries.

Anheuser-Busch, Inc.

<http://www.beeresponsible.com> or <http://www.designateddriver.com>

Anheuser-Busch has developed and implemented programs to fight drunk driving by encouraging the use of designated drivers or alternate transportation, and to educate young people about the dangers of drunk driving.

"Carrots, Sticks, and Promises: A Conceptual Framework for the Management of Public Health and Social Issue Behaviors"

<http://www.social-marketing.org/papers/carrotarticle.pdf>

This article by Professor Michael L. Rothschild, School of Business, University of Wisconsin, Madison is considered one of the definitive discussions on the effectiveness of social marketing when compared to change efforts of education and law enforcement.



Resources

Center for Media Literacy

<http://www.medialit.org>

A national nonprofit project that develops and distributes educational materials and programs that promote critical thinking about the media: from television to tee shirts, from billboards to the Internet.

The Century Council

<http://www.centurycouncil.org>

The Century Council is a national, not-for-profit organization dedicated to reducing drunk driving and underage drinking problems, two of society's top safety concerns.

Coors Brewing Company

<http://www.coors.com/responsibility>

The Coors Brewing Company follows strict policies and promotes effective programs that help prevent underage drinking, drunk driving, and other forms of alcohol abuse.

Emergency Nurses Cancel Alcohol Related Emergencies (ENCARE)

<http://www.ena.org>

Emergency Nurses CARE (EN CARE) is a non-profit organization with more than 5,000 trained emergency health care professionals who volunteer their time in their local communities in 47 states to educate the public about preventing injuries, including automobile crashes.

FACE: Truth and Clarity About Alcohol

<http://www.faceproject.org>

FACE is a national non-profit organization that focuses specifically on alcohol issues in the areas of media development, training, and advocacy. A product catalog provides access to videos, commercials, outdoor advertising, and print materials that address the health and safety risks associated with alcohol.



Resources

Governors Highway Safety Association

<http://www.statehighwaysafety.org>

The Governors' Highway Safety Association represents the highway safety programs of states and territories on the "human factors" of highway safety. Such areas include underage drinking prevention, occupant protection, impaired driving, speed enforcement, and motor carrier, school bus, pedestrian and bicycle safety.

Insurance Institute for Highway Safety

<http://www.hwysafety.org>

The Insurance Institute for Highway Safety is a non-profit, research and communications organization dedicated to reducing highway crash deaths, injuries and property damage losses. IIHS, which is funded by automobile insurers, publishes a number of reports on teen drivers.

International Association of Chiefs of Police

<http://www.theiacp.org>

The International Association of Chiefs of Police is the world's oldest and largest nonprofit membership organization of police executives, with over 16,000 members in over 100 different countries. IACP's leadership consists of the operating chief executives of international, federal, state and local agencies of all sizes.

Miller Brewing Company

<http://www.thinkbeforeyoudrink.com>

Miller Brewing Company is committed to doing their part to reduce drunk driving, prevent underage access and promote responsible decision-making by legal drinking age consumers. As part of these efforts, they work with a broad range of partners on responsibility initiatives, such as safe rides and server training, under their Live Responsibly program.

Mothers Against Drunk Driving (MADD)

<http://www.madd.org>

Mothers Against Drunk Driving is a non-profit grass roots organization with more than 600 chapters nationwide. MADD's focus is to look for effective solutions to the drunk driving and underage drinking problems, while supporting those who have already experienced the pain of these senseless crimes.



Resources

National Association for Community Leadership

<http://www.communityleadership.org>

The National Association for Community Leadership is a non-profit organization dedicated to nurturing leadership in communities throughout the United States and internationally. Their mission is to strengthen and transform communities by enhancing the capacity of inclusive, community leadership development efforts.

National Commission Against Drunk Driving

<http://www.ncadd.com/>

The mission of the National Commission Against Drunk Driving is to continue the efforts of the Presidential Commission On Drunk Driving to reduce impaired driving and its tragic consequences by uniting a broad based coalition of public and private sector organizations and other concerned individuals who share this common purpose.

National Highway Traffic Safety Administration

<http://www.nhtsa.dot.gov>

NHTSA is responsible for reducing deaths, injuries and economic losses resulting from motor vehicle crashes. This is accomplished by setting and enforcing safety performance standards for motor vehicles and motor vehicle equipment, and through grants to state and local governments to enable them to conduct effective local highway safety programs.

Recording Artists, Actors & Athletes Against Drunk Driving (RADD)

<http://www.radd.org/>

RADD's members use their "Star Power" to help save lives by encouraging young adults not to drink and drive and by promoting RADD's message, "Designate Before You Celebrate." RADD uses music, sports and celebrity spokespeople and media access to heighten awareness about the importance of a designated driver

Remove Intoxicated Drivers (RID)

<http://www.rid-usa.org>

RID's mission to deter impaired driving, and teen binge drinking that often leads to intense trauma. The organization serves as advocates for victims, enablers of tough laws, and watchdogs for law enforcement and adjudication in the courts.



Resources

Responsible Hospitality Institute

<http://www.hospitalityweb.org>

The purpose of the National Hospitality Resource Network (NHRN) is to inform and advise interested parties how to form cooperative and collaborative alliances to promote responsible hospitality principles and practices.

Safe Communities

<http://www.nhtsa.dot.gov/safecommunities>

Nine agencies within the U.S. Department of Transportation are working together to promote and implement a safer national transportation system by combining the best injury prevention practices into the Safe Communities approach to serve as a model throughout the nation.

Students Against Destructive Decisions (SADD)

<http://www.saddonline.com/>

The mission of SADD is "to provide students with the best prevention and intervention tools possible to deal with the issues of underage drinking, drunk driving, drug abuse and other destructive decisions."

TIPS (Training for Intervention ProcedureS)

<http://www.gettips.com/>

The TIPS (Training for Intervention ProcedureS) programs teach servers, sellers and consumers of alcohol to prevent intoxication, drunk driving and underage drinking

Traffic Injury Research Foundation

<http://www.trafficinjuryresearch.com/>

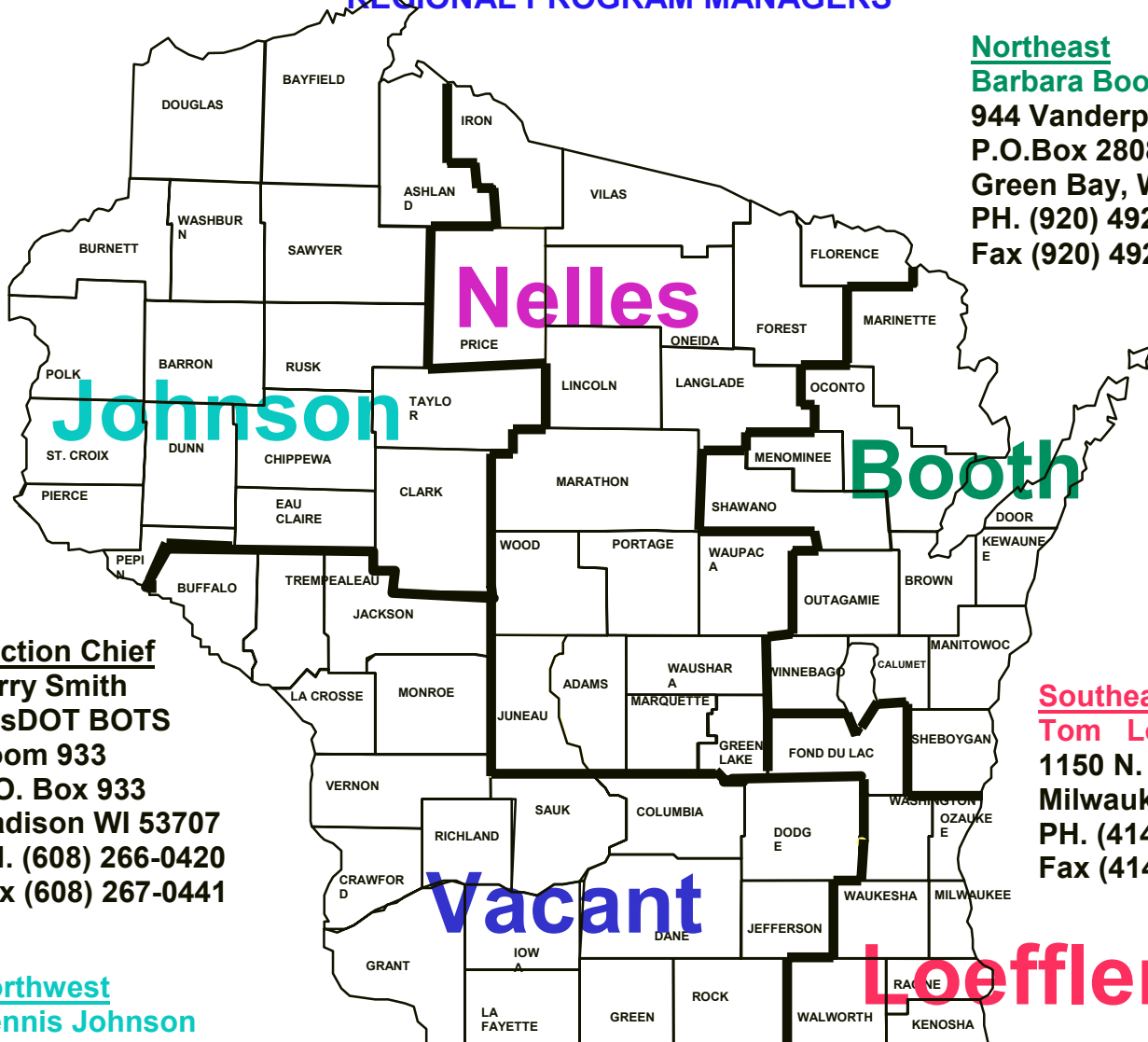
TIRF is an independent road safety institute whose mission is to reduce traffic-related deaths and injuries. It achieves its mission by designing, promoting and implementing effective programs and policies, based on sound research.



Resources

WisDOT

BUREAU OF TRANSPORTATION SAFETY REGIONAL PROGRAM MANAGERS



Northeast

Barbara Booth

944 Vanderperren Way

P.O.Box 28080

Green Bay, WI 54324-0080

PH. (920) 492-5639

Fax (920) 492-5640

Section Chief

Jerry Smith

WisDOT BOTS

Room 933

P.O. Box 933

Madison WI 53707

PH. (608) 266-0420

Fax (608) 267-0441

Southeast

Tom Loeffler

1150 N. Alois

Milwaukee, WI 53208

PH. (414) 266-1097

Fax (414) 266-1076

Northwest

Dennis Johnson

718 W. Clairemont Ave.

Eau Claire, WI

54701-5108

PH. (715) 836-5168

Fax (715) 836-2039

Southwest

Vacant

Central

Patti Nelles

1681 Second Ave South

Wisconsin Rapids, WI 54495

PH. (715) 421-7368

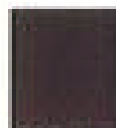
Fax (715) 423-0334





ROAD CREW LOGO PMS

(Please note: These color chips are for visual representation only. Please refer to PANTONE® Color Formula Guide for accurate specification, communication, reproduction and matching of colors for printing, publishing and packaging.)



PANTONE
680 C



PANTONE
471 C

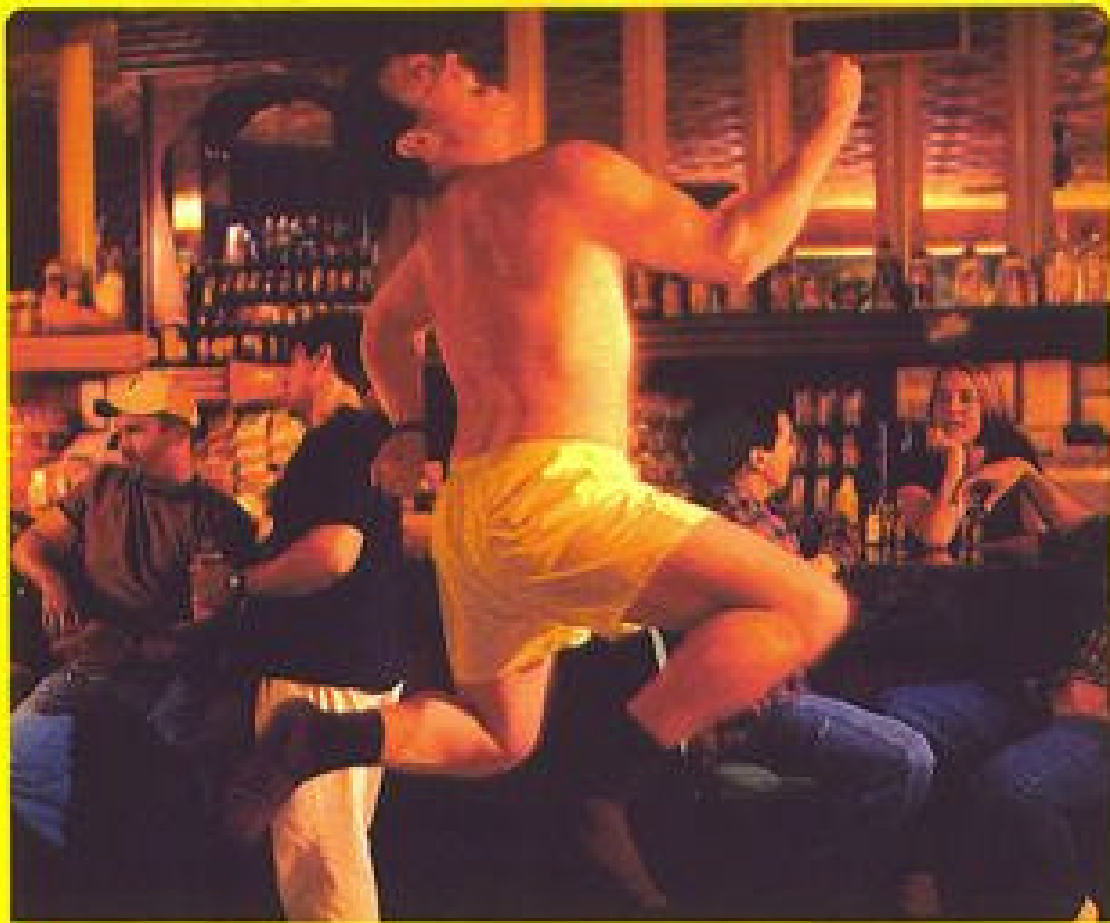


PANTONE
124 C

(For a 2-color version the PMS 451 can be changed to 40% Black)

0002





GUESS WHO'S NOT WORRIED ABOUT DRIVING TONIGHT?

Dave doesn't have to drive tonight. That makes him happy. Because when The Road Crew is driving, and Dave is not, he can relax and simply enjoy a nice time with his friends. For more info on the totally brand-newest way to get around safely, just call XXX-XXXX. And remember, safety first, so don't jump around in the bar. Thanks.



Dial XXX-XXXX